14 Vital Skills for Supervisors

Dispensing Discipline



8





Treat disciplining as a way to educate employees, and elevate their behavior, not as a form of punishment



- Provide clear, written guidelines to employees on your standards and expectations
- Employee handbook should state policy for responding to improper conduct or poor performance
- Use a fair, consistent approach



Be Flexible



 Don't confine yourself to following the same course of action in every situation

 You may favor progressive discipline but your policy should permit immediate termination in the most severe cases



⁵ If You're Nervous About Discipline...

- Realize it's the first line that can prove most harrowing
- Once you get over that initial hump, you'll feel more relaxed
- An all-purpose opening line is, "I'd like to discuss a concern about your behavior/performance"



Beware of These Pitfalls

- Prefacing
- Lecturing
- Blaming
- Personalizing
- Psychoanalyzing
- Confessing



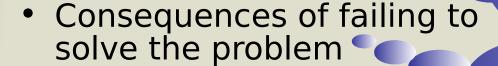
Behavior Issue and Improving



Organize Your Thoughts in Threes:







"I'd like to discuss a concern about your performance"

"To address this concern you must..."

"If this problem continues, the steps are..."

⁸ Discipline Employees Promptly

- Waiting only makes matters worse
 The sooner you not
- The sooner you notify the individual of the violation and the need to improve, the sooner you will seed results - or advance to the next round of discipline

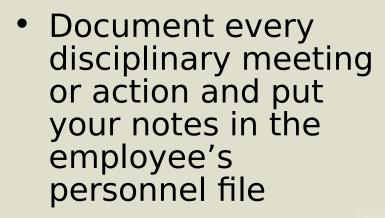


Discipline in Private

- Meet in a soundproof room at a time when others are less likely to interrupt or eavesdrop
- Allow time for the employee to respond to your comments
- A performance problem or apparent infraction may stem from a misunderstanding



Keeping Records



 Ask employees to review and sign warnings or probationary memos, and give them a copy



Skill **8**

Track Improvement

- Agree on a follow-up schedule



Warning







- Show employees what you've written at the end of your meeting and ask them to review and sign your summary notes
- Then place the documentation in the worker's personnel file immediately





- Always document in threes:
 - the existing problem,
 - the corrective action that the employee must take, and
 - the consequences of non-compliance
- Discipline the same way, every time
- Review how you handled similar problems in the past

Skill 8

It's True







- Treat discipline as an educational and correctional tool, not as a means of punishing or reprimanding people
- By emphasizing that your disciplinary policy is part of a support system to educate everyone, you couch discipline in positive, nonthreatening terms

